

## **2.4 ORGANISATIONAL MODEL AND ROLE OF THE CSI TOTAL MANAGER**

The face and structure of Australian Industry, including the public sector, has changed immeasurably over the last 20 years. Economic pressures, expectations for greater accountability and integrity, and a focus on customer service have challenged the traditional role, functions and operations of organisations and institutions.

In the public sector the concept of 'Re-inventing Government' has emerged. This concept challenges the future structure of the public sector to what has existed over centuries. The challenge is vividly illustrated by the level of privatisation and contracting out of traditional public sector functions over recent years, which, of important consequence, has bipartisan political support. Private Industry has not been immune from change. Organisations have been involved in restructure, downsizing and refinement of activities. They have become leaner and more competitive.

This has been essential to not only survive but to set and realign structures which will enable Australian Industry to have a confident future in the world marketplace. A generally more compliant industrial environment has been eager to participate in the rebuilding process. The structural and organisational realignment of Industry has been necessary to sustain an optimistic outlook for the future to enable all Australians to share in our continuing expectations for an enhanced standard of living.

It is important to draw lessons and parallels from what has taken place. The private and public sectors have been extensively restructured and downsized. Organisations are expected to meet enhanced standards of performance and to do more with less. As a consequence of the entrepreneurial failures of the 1980's, integrity and accountability is now an essential expectation for organisational behaviour. There exists an increasing commitment to recognise the impact of organisational decisions upon the individual. Hard-nosed economics are being replaced by a social consciousness.

All of these issues have parallels for Corrections. They all have implications for a broader and more philosophical approach to our duty of care responsibilities and of reflecting that managing Corrections in the 1990's parallels the principles of operating any organisation whether in the private or public sector. At an organisational and personal level we live in a more complex, expectant world. The influences mentioned have driven organisations to set and maintain higher standards of effectiveness and efficiency. This has placed enormous pressures upon those organisations and their people.

At an operational level, the concept of multi-skilling has been developed, widely accepted and implemented. This has been necessary to respond to the destructive influences of deskilling and technological change and to eliminate the inefficient implications of traditional demarcation disputes.

In this context it is somewhat paradoxical and indeed unfortunate that little has been said or done to recognise or relieve the complex environment in which "Managers" operate in contemporary time.

Indeed across a whole range of management disciplines a level of mystique and complexity has been introduced. Planning and review, people management, financial management, quality customer service, corporate professionalism, occupational health & safety and equal employment opportunity have become disciplines of enormous complexity, detail and uncertainty. Consulting organisations have been spawned to provide support to Managers in these areas. An unfortunate by-product has been the concentration of effort towards the process rather than the core function or endeavour.

In this environment, Managers have become increasingly confused and perplexed in their role. They have tended to rely on consulting support to demystify the concepts and jargon. Further, the so called complexity of these concepts and the use of discipline specialists has isolated their implementation in a complementary management sense. Disciplines have often been seen as an entity or end in themselves without need for their interpretation or implementation in a complementary organisational sense.

It follows that there can be limited organisational cohesion unless an organisational model is pursued which integrates the various spokes that comprise the organisational wheel. However, rarely are organisational models profiled which provide an integrated and complementary implementation of the specialist management disciplines.

This is most unfortunate. It has meant that organisations typically confront these disciplines in a fragmented and conflicting way or not at all. Such an approach is considered mindless and self-destructing. To survive and succeed in the current era, we must develop management regimes which successfully optimise implementation of the essential management disciplines. We must therefore pursue an organisational model, which recognises the importance of integrating and complementing each of these disciplines. To do so, however, our Managers must be provided with the lead and opportunity to become 'multi-skilled' in the various facets of organisational management.

CSI is neither removed nor immune from these external issues. We are in the unique position of sharing both public and private sector dimensions. We are also in the fortunate and proud position to have largely accomplished our vision over the last five years of 'Setting best practice performance in correctional industry programs'. We must now move to a new horizon of organisational excellence to facilitate the next stage of our development.

Thus, as we move towards the turn of the century, with the theme 'Towards CSI 2000' it is an appropriate point to enhance our organisational model to achieve our new horizon. This is symbolically reflected through the use of the 'Olympic rings' to express our integrated management

approach to the five key management disciplines of Planning and Review. People, Customer Service, Commercialisation (incl. Quality) and Corporate Professionalism.

In doing so we need to stand back from the copious volumes of management texts which adorn the bookshop shelves. It requires that we reduce our reliance on internal and external consultants whose very existence and future relies on developing the complexity of management theory as distinct from making it less complex and more understandable. It requires that we acquire knowledge through improved interaction with our colleagues, through targeted research and training and through a more judicious and selective use of consultants.

It requires that, as Managers, we have values, which are underpinned by a commitment to apply good sense, common sense, integrity, honesty, courtesy and responsiveness to all of our endeavours. We must develop our own pride and self-responsibility as a basis of instilling pride in others.

We must eliminate complexity and jargon in our work. We must approach our functions and our operational expectations with intuition and good sense. Thus, when we are confronted with the responsibility to plan and review we must accept that one does not require a PhD in organisational theory to accommodate this task.

In planning and review we do, however, need the commitment and the understanding to ask what is the function of our organisation, what is the function of the unit to which I am attached and what is my role in achieving that function. When we have answered these questions we are in a position to plan and structure how we will get there. The responsibility for review simply asks us to track that we are getting to the end destination and that we have reviewed the environment to ascertain whether adjustment is necessary along the way.

When we refer to people management, we should apply the same standards of expectation, which recognise how we personally would wish to be treated. We must develop an operating philosophy, which encourages recognition of achievement i.e. a pat on the back, and a culture where performance default can be approached and corrected in a mature and responsive fashion.

We must bridge the gulf between staff and inmates. We must recognise that inmates rely on staff for their success and staff rely on inmates for their success. We must accept that Corrections is a people organisation and will only be successful when people work together.

We must resist the temptation to gain territorial superiority. We must recognise the importance of the work in which others around us are engaged. We must strive for complementary outcomes to our endeavours.

When we refer to financial management we should be about getting the highest price for our products and services at the lowest cost. We must be resolute in this endeavour as well as ensuring that we fulfil accountability needs.

When we talk of customer service, let us not be daunted by the breadth of management texts, which are available on this subject. It is common for customer service models to ignore the substance of what customer service is and should be about. Like people management, it is about treating customers in the same way that you would wish to be treated. It is about making commitments that can be honoured and it is about having the courtesy of communicating with customers when commitments made cannot be accommodated. It is about transforming customer service from a reactionary process to one where each of us identify with the customer and place ourselves in the position of the customer and respond accordingly.

When we talk of quality we must recognise that quality outcomes are based on quality management, systems and procedures. It is about controlling outcomes rather than allowing outcomes to control us. It is about reducing waste, of fulfilling customer needs and of eliminating the destructive implications of constant failure. It is simply about systemising our processes.

When we refer to corporate professionalism it is not just about brochures and signs. It is about culture. It is about presentation. It is about creating the culture where our people are proud of themselves and present accordingly. It is then, through our people, that we present our organisation as a professional, responsive and dynamic entity.

When we talk of occupational health and safety our commitment should not simply be based upon a responsibility under the occupational health and safety act. It should and must be about caring about our own health and safety and, importantly, caring about the health and safety of others. This requires that we maintain an open mind and open eyes to potential health and safety risks. It requires that we do something about potential risks. It is also about exercising continuing care and thoughtfulness to those who have been injured in the workplace.

Again, when we approach the issues of equal employment opportunity and cultural awareness, it is not simply about responding to a statutory or departmental obligation. It is about treating everyone equally, fairly and in a manner in which you would wish to be treated. It is about understanding and accepting that establishing a fair and equitable workplace free of harassment and prejudice is essential to developing a successful organisation and productive, satisfied people.

To reiterate, we must stand back from the theory, stand back from the jargon and remove the complexity. We must base our approach and actions on good sense, on sound judgement and on sound principles. We are thereby banking our future on our people.

We must recognise that the success of an organisation is only as good as the success of the individuals that work within the organisation. This is recognition that whilst we might have a strong commitment to team effort and to corporate performance we rely ultimately for corporate success on the pride, acumen and integrity of the individuals that work in the organisation.

At an organisational level we all have an important responsibility to pursue an organisational model, which provides an integrated and complementary implementation of all management disciplines. Our utmost responsibility, however, is to have self-responsibility and self-pride which is infectious to others and which pursues a culture of commitment and excellence in everything we do. It is a recognition that having a strident work ethic is a key to personal satisfaction and success. It is about not only leading by example but being an example. It is about having high principles of integrity and actions and leading this approach to others. Above all it is about inspiring the role and work of those around us, developing a workplace that we are proud of, which is inspirational to be at and which provides an environment where the organisation and the people in it can develop positively and mutually.

This is a 'back to basics' approach. It is about achieving organisational excellence through developing responsibility and pride in all our people with absolute reliance on human instinct, sound judgement and integrity of principles. It is ultimately about making CSI a better organisation and giving people within it challenge, pride and satisfaction in their work and their workplace.

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